

Prince William Partnerships for Health

Turning Point Action Plan

Adopted November 12, 1998

I. BACKGROUND

With the restructuring of health care currently underway, and the focus on prevention, an opportunity exists to refocus efforts in all disciplines. The division of preventive efforts can be addressed as a community effort, rather than being viewed as the responsibility of a single agency or health system. To ensure successful planning and implementation we will further develop an aggressive outreach effort and an active two-way dialogue between the Partnership and the public.

The underlying premise of all Turning Point activities is that the community must drive the re-examination and re-structuring of whatever services they deem necessary. Thus, widespread community involvement is solicited in two phases: 1) identification of public health functions and health issues of concern; 2) recommendations for alternative service delivery structures. However, community input into every phase of the project is necessary through community participation in workgroups/sub-committees.

Through a shared vision of a community-based prevention plan, specific identified agency needs can be reassessed and priorities re-established. The development of a sustainable community assessment program will depend upon reliable information being generated, collected and interpreted. The implementation of automated systems and the development of epidemiological expertise to support this process will be key.

The establishment of an agreed upon set of health protection, health promotion, and preventive/primary services for the community based upon well defined goals and objectives is essential to the development of a sustainable community health improvement plan. The integration of clinical health care and public health programs will reduce overlap and increase efficiency in delivering services. The plan will re-define existing programs and define a process for developing, funding and operating needed programs which do not yet exist.

II. MISSION

To create a healthier community that accommodates changing conditions and promotes continuous improvement in the quality of life for our citizens by engaging the community in designing, developing, and implementing a broad-based, community-owned, prioritized agenda and action plan for improving the health of our community

III. VISION

The first phase of the project will require community development of a vision for public health in the future. The formulation of this vision through community input will be the responsibility of the Community Engagement Sub-Committee.

IV. GOALS, OBJECTIVES, ACTIVITIES, and TASKS

A. GOALS OF THE TURNING POINT GRANT:

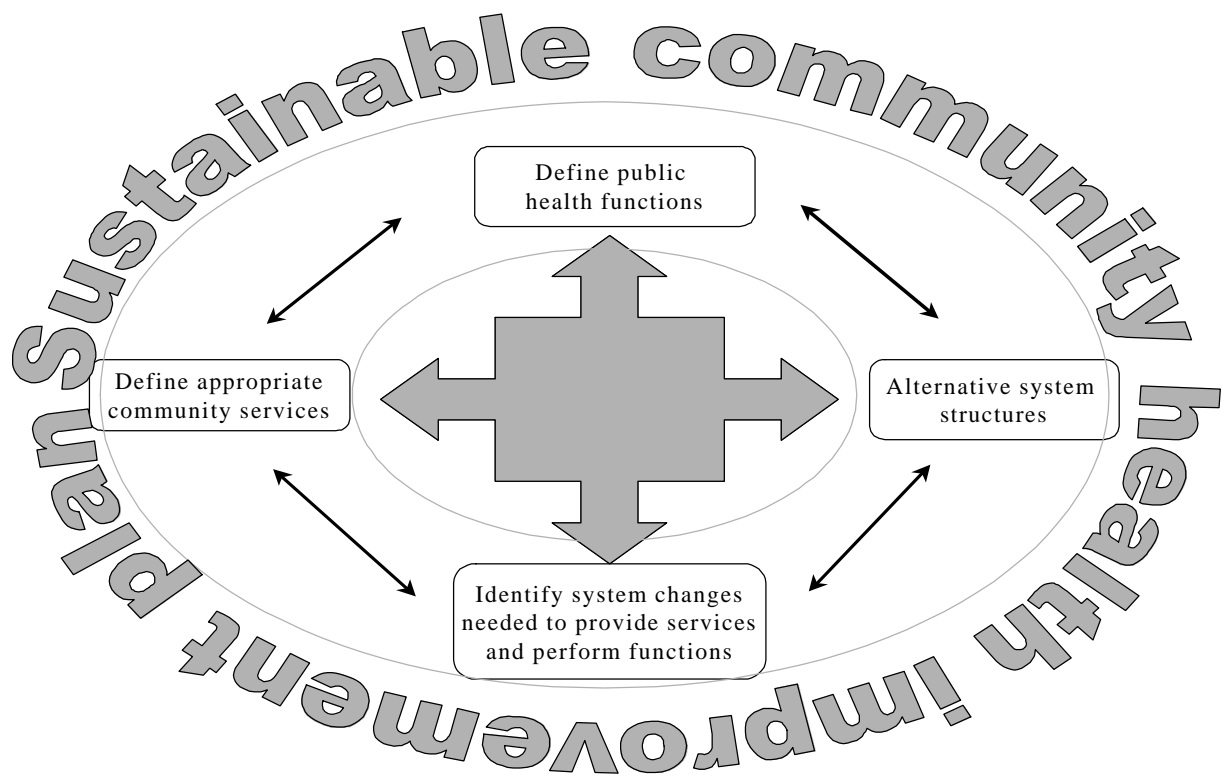
1 and 2: To define key public health functions and involve/engage the entire community in the process

4: To agree upon appropriate health protection, health promotion, and preventive/primary services for the community

3: To assess needed changes to emphasize community-based prevention

5, 6, and 7: To develop and initiate a sustainable community health improvement plan that integrates clinical health care, public health, and environmental health

The following figure is an attempt to synthesize the mission, values, goals, and desired outcomes of Turning Point visually.



B. OBJECTIVES FROM THE TURNING POINT GRANT:

1. Create linkages between Hospitals, Health District, community agencies, private medical providers, and the community
2. Construct formal committee review process for needs and programs
3. Develop a formal evaluation process for both prevention activities and for delivery of health services
4. Develop recommended organizational structure for Health District, with definition of relationships to state and localities
5. Develop legislative package to address unmet needs.
6. Develop funding structure to support new organizational and programmatic infrastructure.

C. ACTIVITIES FROM THE TURNING POINT GRANT:

1. Organize Task Force by January 1998
2. Organize committee structure by February 1998
3. Develop work plan by March 1998
4. Data collection phase--March 1999
5. Local government input process--March 1999
6. Alternatives development--August 1999
7. Local government alternative evaluation--November 1999
8. Alternative evaluation by state--November 1999
9. Submission to legislature--January 2000
10. Local government budget process--April 2000

D. TASKS:

I. Marketing/advertising to build community awareness of the initiative

1. **Task:** Develop public relations/marketing materials such as brochures, fact sheets, Op-ed articles, and press releases designed to: 1) build community awareness of the Turning Point initiative; 2) increase community awareness of current public health services/activities;
Deadline for development of materials: October 31, 1998
Evaluation Indicators: materials developed
Responsible Party: Community Engagement Sub-Committee
Task: Examine the potential for funding of bill boards and/or public service announcements to increase community awareness of public health activities and the Turning Point Initiative.
Deadline for identifying potential funding: October 31, 1998.
If funding is secured, develop bill boards and/or public service announcements deadline: November 30, 1998.
Evaluation Indicators: funding sources identified, public service announcements and/or bill boards developed
Responsible Party: Fiscal Resources Sub-Committee
2. **Task:** Launch an ongoing publicity campaign designed to engage the community in the vision and activities of public health and the Turning Point initiative. This campaign should include distribution of materials, publication of articles,

unveiling of bill boards or public service announcements (if applicable), attendance/presence at community events, and at least one press conference.

Deadline for onset of publicity campaign: November 30, 1998

Evaluation Indicators: number of materials distributed, types of materials distributed, distribution sites, number of articles published, number of meetings attended, media coverage, increase in new participants at PARTNERSHIP meetings, community awareness of public health activities increases, community awareness of Turning Point Initiative increases, identification of participants for in-depth input into defining public health functions

Responsible Party: Community Engagement Sub-Committee/Fiscal Resources Sub-Committee

II. Community definition of health issues and concerns/building a vision for public health in the future (II and III are simultaneous processes)

1. **Task:** Identify target audiences (i.e., population segments) that should provide structured input into defining their issues and concerns related to health. Suggested target audiences include: service providers, teachers, law enforcement, parents, faith communities, youth, elderly, etc. Suggested methods of obtaining input are focus groups and town forums.
Deadline for audience identification: November 15, 1998
Evaluation Indicators: audiences identified and prioritized
Responsible Party: Community Engagement Sub-Committee
2. **Task:** Identify focus group/forum participants from each of the prioritized target audiences
Deadline for participant identification: December 1, 1998
Evaluation Indicators: participants identified and participation confirmed
Responsible Party: Community Engagement Sub-Committee
3. **Task:** Develop focus group/forum questions and procedures
Deadline for question development: December 1, 1998
Evaluation Indicators: questions developed for each group, priorities established
Responsible Party: Community Engagement Sub-Committee
4. **Task:** Arrange all logistics for conducting the focus groups/forums (meeting space, appropriate facilitation, recording equipment, ancillary materials, refreshments, etc.)
Deadline for confirming schedule: December 15, 1998
Evaluation Indicators: groups scheduled and confirmed, participants confirmed
Responsible Party: Community Engagement Sub-Committee/Fiscal Resources Sub-Committee
5. **Task:** Conduct focus groups/forums
Deadline for completing all focus groups: February 15, 1999
Evaluation Indicators: groups conducted
Responsible Party: facilitator from the community OR project manager
6. **Task:** Analyze and summarize data from all focus groups/forums individually and across groups and write report
Deadline for report submission: March 15, 1999

Evaluation Indicators: data analyzed, summary information developed, report written, vision statement formulated

Responsible Party: project manager

III. Community definition of public health functions (II and III are simultaneous processes)

1. **Task:** Identify target audiences (i.e., population segments) that should provide structured input into defining the key functions of public health. Suggested target audiences include: government officials/policy makers, public health officials, private physicians, managed care organizations, service providers. Suggested methods of obtaining input include focus groups and town forums.
Deadline for audience identification: November 15, 1998
Evaluation Indicators: audiences identified and prioritized
Responsible Party: Community Health Functions Sub-Committee
2. **Task:** Identify focus group/forum participants from each of the prioritized target audiences
Deadline for participant identification: December 1, 1998
Evaluation Indicators: participants identified and participation confirmed
Responsible Party: Community Health Functions Sub-Committee
3. **Task:** Develop focus group/forum questions
Deadline for question development: December 1, 1998
Evaluation Indicators: questions developed for each group, priorities established
Responsible Party: Community Health Functions Sub-Committee
4. **Task:** Arrange all logistics for conducting the focus groups/forums (meeting space, appropriate facilitation, recording equipment, ancillary materials, refreshments, etc.)
Deadline for confirming schedule: December 15, 1998
Evaluation Indicators: groups scheduled and confirmed, participants confirmed
Responsible Party: Community Health Functions Sub-Committee/Fiscal Resources Sub-Committee
5. **Task:** Conduct focus groups/forums
Deadline for completing all focus groups: February 15, 1999
Evaluation Indicators: groups conducted
Responsible Party: facilitator from the community OR project manager
6. **Task:** Analyze and summarize data from all focus groups/forums individually and across groups and write report
Deadline for report submission: March 15, 1999
Evaluation Indicators: data analyzed, summary information developed, report written, key public health functions identified
Responsible Party: project manager

IV. Data compilation and review (Part I and II below are simultaneous processes)

Part I:

1. **Task:** Form a sub-committee comprised of Turning Point Committee members, community members, and other appropriate agencies/organizations/individuals, to

compile and review available data on Prince William County including local data on: demographics, morbidity, mortality, economy, law enforcement, and previously conducted needs assessments

Deadline for committee and chairperson assignments: October 31, 1998

Evaluation Indicators: committee members identified and confirmed, chairperson elected, meeting scheduled

Responsible Party: Strategic Planning and Implementation Sub-Committee

2. **Task:** Review data and identify areas of concern and gaps in information

Deadline for reviewing available data: December 30, 1998 (i.e., problem identification)

Evaluation Indicators: committee meetings held, data compiled, data reviewed

Responsible Party: Strategic Planning and Implementation Sub-Committee

3. **Task:** Produce a report of the findings as well as recommendations for the development of an ongoing data system within the community to the entire Turning Point Committee

Deadline for producing report: March 1, 1999

Evaluation Indicators: report written, report presented to Partnership for review

Responsible Party: Strategic Planning and Implementation Sub-Committee

4. **Task:** Form a sub-committee to design additional survey instruments (if deemed necessary based on preliminary findings of data review)

Deadline for identification of sub-committee: December 30, 1998.

Evaluation Indicators: committee members identified and confirmed, chairperson elected, meeting scheduled

Responsible Party: Strategic Planning and Implementation Sub-Committee

5. **Task:** Design survey instruments and identify target populations

Deadline for developing instruments and identifying population to be surveyed: January 15, 1999.

Evaluation Indicators: survey instruments developed, audiences/population segments identified, survey methods described

Responsible Party: Strategic Planning and Implementation Sub-Committee

6. **Task:** Conduct surveys in target populations

Deadline for conducting surveys: March 15, 1999

Evaluation Indicators: surveys conducted, responses returned

Responsible Party: Strategic Planning and Implementation Sub-Committee/Fiscal Resources Sub-Committee

7. **Task:** Analyze survey data and produce a report

Deadline for data analysis: May 15, 1999

Evaluation Indicators: data analyzed, report written, report presented to Partnership

Responsible Party: Strategic Planning and Implementation Sub-Committee

Part II:

1. **Task:** Form a sub-committee comprised of Turning Point Committee members, community members, and other appropriate agencies/organizations/individuals, to compile and review available data on services that are provided to community residents

- Deadline** for committee and chairperson assignments: October 31, 1998
Evaluation Indicators: committee members identified and confirmed, chairperson elected, meeting scheduled
Responsible Party: Strategic Planning and Implementation Sub-Committee
2. **Task:** Review data and identify areas of concern and gaps in information
Deadline for reviewing available data: December 30, 1998 (i.e., problem identification)
Evaluation Indicators: committee meetings held, data compiled, data reviewed
Responsible Party: Strategic Planning and Implementation Sub-Committee
Task: Produce a report of the findings as well as recommendations for the development of an ongoing data system within the community to the entire Turning Point Committee
Deadline for producing report: March 1, 1999
Evaluation Indicators: report written, report presented to Partnership for review
Responsible Party: Strategic Planning and Implementation Sub-Committee
 3. **Task:** Form a sub-committee to design additional survey instruments (if deemed necessary based on preliminary findings of data review)
Deadline for identification of sub-committee: December 30, 1998.
Evaluation Indicators: committee members identified and confirmed, chairperson elected, meeting scheduled
Responsible Party: Strategic Planning and Implementation Sub-Committee
 4. **Task:** Design survey instruments and identify target populations
Deadline for developing instruments and identifying population to be surveyed: January 15, 1999.
Evaluation Indicators: survey instruments developed, audiences/population segments identified, survey methods described
Responsible Party: Strategic Planning and Implementation Sub-Committee
 5. **Task:** Conduct surveys in target populations
Deadline for conducting surveys: March 15, 1999
Evaluation Indicators: surveys conducted, responses returned
Responsible Party: Strategic Planning and Implementation Sub-Committee/Fiscal Resources Sub-Committee
 6. **Task:** Analyze survey data and produce a report
Deadline for data analysis: May 15, 1999
Evaluation Indicators: data analyzed, report written, report presented to Partnership
Responsible Party: Strategic Planning and Implementation Sub-Committee

V. Community prioritization of issues and alternatives development

1. **Task:** Develop a report of the findings in steps 2 and 10 under *Data collection and analysis* and a summary of plausible alternatives for the community
Deadline for report: March 30, 1999. Note: If steps 4-8 and 12-16 under *Data collection and analysis* are necessary, the timelines in this section would change significantly.
Evaluation Indicators: data analyzed, alternatives described, report written, report presented to Partnership

- Responsible Party:** Structural Development Sub-Committee
2. **Task:** Disseminate the community report through the distribution of materials, publication of articles, unveiling of bill boards and public service announcements (if applicable), attendance/presence at community events, and at least one press conference
Deadline for dissemination of findings: May 31, 1999
Evaluation Indicators: reports distributed, articles written, meetings attended, press conferences held, inquiries about report, new participants at Partnership meetings
Responsible Party: Structural Development Sub-Committee/Fiscal Resources Sub-Committee
 3. **Task:** Reach consensus on the population segments that should be targeted to give additional community feedback through focus groups/forums
Deadline for identifying audiences for feedback: May 31, 1999
Evaluation Indicators: audiences identified and prioritized
Responsible Party: Structural Development Sub-Committee
 4. **Task:** Identify focus group/forum participants from each of the prioritized target audiences
Deadline for participant identification: June 15, 1999
Evaluation Indicators: participants identified and participation confirmed
Responsible Party: Structural Development Sub-Committee
 5. **Task:** Develop focus group/forum questions
Deadline for question development: June 15, 1999
Evaluation Indicators: questions developed for each group, priorities established
Responsible Party: Structural Development Sub-Committee
 6. **Task:** Arrange all logistics for conducting the focus groups/forums (meeting space, appropriate facilitation, recording equipment, ancillary materials, refreshments, etc.)
Deadline for confirming schedule: June 15, 1999
Evaluation Indicators: groups scheduled and confirmed, participants confirmed
Responsible Party: Structural Development Sub-Committee/Fiscal Resources Sub-Committee
 7. **Task:** Conduct focus groups/forums
Deadline for completing all focus groups: August 1, 1999
Evaluation Indicators: groups conducted
Responsible Party: Structural Development Sub-Committee
 8. **Task:** Analyze and summarize data from all focus groups/forums individually and across groups, write report and submit to Partnership
Deadline for report submission: August 31, 1999
Evaluation Indicators: data analyzed, summary information developed, report written, alternatives identified, report submitted to Partnership
Responsible Party: Structural Development Sub-Committee

VI. Local and state government alternative evaluation

1. **Task:** Compile all information collected and reviewed to date into one report for local and state government review
Deadline for report development: September 15, 1999
Evaluation Indicators: information compiled, report written
Responsible Party: Partnership
2. **Task:** Submit report to appropriate local government agencies
Deadline for report submission to local government agencies: September 15, 1999
Evaluation Indicators: report submitted, copies distributed
Responsible Party: Partnership
3. **Task:** Solicit feedback from local government officials
Deadline for local government feedback: September 30, 1999
Evaluation Indicators: responses received, meetings attended, actions taken
Responsible Party: Partnership
Task: Submit report to appropriate state government agencies
Deadline for report submission to state government agencies: September 30, 1999
Evaluation Indicators: report submitted, copies distributed
Responsible Party: Partnership
4. **Task:** Solicit feedback from state government officials
Deadline for state government feedback: November 15, 1999
Evaluation Indicators: responses received, meetings attended, actions taken
Responsible Party: Partnership

VI. Implementation

1. **Task:** Develop a pilot program involving one identified priority area
Deadline for pilot program development: January 1, 2000
Evaluation Indicators: program proposal written, implementation plan submitted to Partnership
Responsible Party: Strategic Planning and Implementation Sub-Committee
2. **Task:** Submit project proposal to state legislature and/or other funders if necessary
Deadline for proposal submission to funders: January 31, 2000
Evaluation Indicators: proposal submitted, project approved
Responsible Party: Strategic Planning and Implementation Sub-Committee/Fiscal Resources Sub-Committee
3. **Task:** Conduct local government budget process
Deadline for local budget process: April, 2000
Evaluation Indicators: program funded
Responsible Party: Partnership
4. **Task:** Implement pilot program among target population
Deadline for pilot implementation: July 2000
Evaluation Indicators: pending project proposal development
Responsible Party: Strategic Planning and Implementation Sub-Committee
5. **Task:** Evaluation of phase I of pilot program
Deadline for completing pilot evaluation: December 2000

Evaluation Indicators: pending project proposal development

Responsible Party: Strategic Planning and Implementation Sub-Committee

V. COMMITTEE STRUCTURE

The following diagram represents a proposed structure for the functioning of sub-committees of the Partnership. The Partnership membership is currently very limited. It is strongly recommended that the committee consider expanding the membership to include agencies not currently represented. These agencies may be included as voting members or community liaisons. The type of membership should be decided by vote of the current voting membership but it is recommended that key stakeholders be included as voting members.

Voting members are representatives from voting agencies. To remain a voting agency a representative will have to be present at no less than 9 of the 12 annual meetings. New voting members will need to be oriented prior to attending their first meeting. This orientation will be done with a standard orientation packet presented at a one-on-one meeting with a current voting member. The orientation packet will be developed by the project manager and submitted to the Partnership for approval.

Each sub-committee has assigned tasks (see above). The Fiscal Resources Sub-Committee will be called upon when needed to secure resources for special projects or a specified sub-task. In addition, the Fiscal Resources Sub-Committee will be responsible for tracking the Turning Point budget and in-kind contributions using a standardized form and database provided by the project manager.

Each sub-committee will be chaired by a Partnership voting member with membership that may include Partnership voting members, community liaisons, and all other individuals or agencies that are deemed necessary to complete the assigned tasks. Support will be provided by the project manager and agency liaisons as requested. Clerical support will be provided by health department staff and should be arranged by the sub-committee chairperson.

Each committee is encouraged to develop procedures for conducting business including: scheduling meetings, developing agendas, meeting procedures, additional members, voting, and reporting to the Partnership. However, each committee will be responsible for reporting to the Partnership at the monthly meetings. Information to be presented at the Partnership meetings should be given to the project manager in advance of the Partnership meetings so that it may be distributed to the members for review prior to the meeting. Partnership members should be prepared to give input on all advance materials at the subsequent meeting. Information from sub-committees should not be shared outside the sub-committee until it is distributed to the entire Partnership by the project manager. Each committee chairperson will be responsible for ensuring that the committee is functioning according to the task deadlines and the rules outlined here.

It is highly recommended that the Partnership and associated sub-committees obey professional rules of conduct during business meetings in order to ensure that all members are able to fully participate.

- Parliamentary procedures should be followed.
- All members should have sufficient time to express their opinions and concerns for each agenda item.
- Persons wishing to speak should indicate their desire to the chairperson and then wait to be given the floor.
- Material to be discussed will be sent to participants prior to the meeting date and participants should come prepared to give input and feedback on the material. However, please refrain from giving feedback on a particular document to the sub-committee prior to the Partnership meeting.
- Discussion of items not on the agenda should be tabled until the chairperson opens the floor for additional topics.

Because this initiative is a community driven one, external consultants should play a limited role. Such consultants, with the approval of the Partnership voting membership, should be brought into the process to perform a specific task for a specified time period and amount of funding. The sub-committee proposing the use of a consultant should generate a proposal in conjunction with the project manager which will then be placed on the agenda of the Partnership for discussion and vote. Consultants will not be considered voting members of the Partnership or any sub-committee.

Committee Structure

